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Adoption of the report of the Committee on its forty-seventh session

Draft report

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Addendum

Proposed programme budget for the biennium 2008-2009

(Item 4 (b))

Consolidated report on the changes to the biennial programme plan as reflected in the proposed programme budget for the biennium 2008-2009

1. At its 7th to 10th and 12th meetings, on 19, 20 and 25 June 2007, the Committee for Programme and Coordination considered the report of the Secretary-General on the changes to the biennial programme plan as reflected in the proposed programme budget for the biennium 2008-2009 (A/62/80 and Corr.1 and 2). The Committee also had before it the biennial programme plan and priorities for the period 2008-2009 (A/61/6/Rev.1) and the relevant sections of the proposed programme budget for the biennium 2008-2009 (A/62/6).

2. The representative of the Secretary-General introduced the report. Representatives of the Secretary-General also responded to queries raised during the Committee's consideration of the reports.

Discussion

3. It was noted that the related documentation was issued late. Regret was also expressed that it was time for the Committee to begin analysis without all the budget fascicles being available, which prevented the Committee from providing the

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serious and detailed attention that the review deserved. It was reiterated that late issuance of reports limited the ability of the Committee to study them. It was also noted that there were more than 1,000 pages to be reviewed and that the late publication of documents should not be repeated in the future.

4. It was noted that the consolidated report on the changes to the biennial programme plan as reflected in the proposed programme budget for the biennium 2008-2009 seemed satisfactory. It was noted that there were instances of both substantive and conceptual inconsistencies in translation, and it was requested that action be taken to quickly address such inconsistencies.

5. It was recognized that the consolidated report on the changes to the biennial programme plan as reflected in the proposed programme budget for the biennium 2008-2009 was useful because it focused the review on the most important areas. At the same time, it was emphasized that consideration of the consolidated report did not replace the programmatic responsibility of the Committee to review the budget. It was recalled that in 2005 the Committee had found differences in some budget sections relative to the approved biennial programme plan.

6. It was acknowledged that many indicators of achievement seemed relevant and well adapted; in some areas, however, improvement was needed. It was noted, for example, that the indicators of achievement of the International Trade Center UNCTAD/WTO (ITC) seemed well formulated and measurable, while those of the Peacebuilding Support Office reflected a tendency to focus on quantitative issues, such as the number of reports to be produced. While it was recognized that the setting of indicators of achievement was difficult, it was noted that it would be useful to reflect further on how those indicators were drafted.

7. In a number of instances, clarification was sought of the rationale for proposing or not proposing changes to the biennial programme plan. It was noted that no changes had been proposed to programme 13, International drug control, crime and terrorism prevention and criminal justice. Clarification was requested as to how the work of the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice at their recent sessions had been taken into account in relation to both programme 13 of the biennial programme plan and section 16 of the proposed programme budget. It was noted that the Commissions had recommended a strategy for the United Nations Office on Drugs and Crime for the period 2008-2011, and had also recommended that the Executive Director of the Office be requested to incorporate that strategy into the strategic framework and to present it to the relevant intergovernmental bodies for their consideration and approval. In that connection, the Committee was advised that there was broad convergence between the strategy and the biennial programme plan. The Office had begun to review a number of practical and institutional issues related to the implementation of the strategy. The harmonization of the strategy with the strategic framework would be addressed in the context of the 2008-2009 consolidated United Nations Office on Drugs and Crime budget, which was under preparation in line with the results areas in the strategy and sought to harmonize the strategy and consolidated budget presentation with the structure and nomenclature in programme 13 of the biennial programme plan and section 16 of the proposed programme budget. The consolidated United Nations Office on Drugs and Crime budget would be presented through the Advisory Committee on Administrative and Budgetary Questions to the Commission on Narcotic Drugs and the Commission on Crime

Prevention and Criminal Justice later in 2007 (as proposed in draft resolutions recommended by the two Commissions for adoption by the Economic and Social Council at its substantive session of 2007 (see E/CN.7/2007/L.15/Rev.1, para. 4; and E/CN.15/2007/L.2, para. 4)). The outcome of those deliberations would be factored into programme 13 of the proposed biennial programme plan for the period 2010-2011. Should there be any programmatic implications on the biennial programme plan for the period 2008-2009, the necessary changes would be submitted to the Committee at its 48th session, in 2008. Similarly, clarification was sought of the rationale for not taking into account the outcome of the work of the United Nations Forum on Forests at its seventh session, held in April 2007, in proposing changes to programme 7, Economic and social affairs. With regard to programme 4, Peacekeeping operations, clarification was sought of the basis for the changes proposed and it was noted that the related intergovernmental discussions were still under way.

8. With regard to programme 2, Political affairs, it was indicated that some expected accomplishments, indicators of achievement and parts of the strategy of subprogramme 7 needed further improvement and refinement. Clarification was sought of the kind of secretariat services provided by the Peacebuilding Support Office to the Peacebuilding Commission, the oversight role of the Peacebuilding Support Office in connection with both the Peacebuilding Fund and the main departments, United Nations agencies, funds and programmes with which the Office had a working relationship. The view was expressed that the adoption of rules of procedure for the Peacebuilding Commission would constitute a potential indicator for the efficient provision of secretariat services. The view was also expressed that the strategy needed strengthening to reflect that the Peacebuilding Support Office did not work exclusively with partners within the United Nations system and to include references to the Office's key task of providing recommendations to the Security Council and other United Nations bodies and its key role as the central link between the Peacebuilding Commission and the wider United Nations system. It was indicated that the term "peacebuilding operations" should be refined since it did not exist in United Nations terminology.

9. With regard to programme 4, Peacekeeping operations, the Secretariat expressed the view that since the comprehensive report on strengthening the capacity of the United Nations to manage and sustain peace operations (A/61/858 and Corr.1; and Add.1 and Add.1/Corr.1; and Add.2) was being considered by the Fifth Committee, it would be difficult for the Committee for Programme and Coordination to consider any changes being proposed to the biennial programme plan and priorities. The Committee was informed that, at the time of its discussion, the General Assembly had yet to adopt a decision with regard to the proposals contained in the above-mentioned comprehensive report. In the absence of a General Assembly decision on a revised mandate for the support of peacekeeping operations at the time of its discussion, the Committee was therefore not in a position to advise on the proposed programme changes before the Committee.

10. With regard to programme 6, Legal affairs, the view was expressed that there was no urgency to create the Office of the Under-Secretary-General, the Legal Counsel; to transfer resources from subprogramme 1, Overall direction, management and coordination of legal advice and services to the United Nations as a whole, to the Office of the Under-Secretary-General; to rename subprogramme 1; and to reassign staff. It was pointed out that, as long as there was no change in

programme content in the proposed structure of programme 6, Legal affairs, no programmatic value would result from the creation of the Office of the Under-Secretary-General or from the renaming of subprogramme 1. The view was also expressed that the proposed change in the title of subprogramme 1 and the creation of an Office of the Under-Secretary-General would be likely to affect subprogramme 1 and that the matter accordingly required further review and discussion. It was indicated that it would be premature to change the title of subprogramme 1.

11. The view was expressed that expected accomplishment of the Secretariat (a) could contain the reference to the Convention on the Elimination of All Forms of Discrimination against Women if the further sharing of responsibilities in that area was programmed. It was noted that maintaining the relationship between the Commission on the Status of Women and the Committee on the Elimination of Discrimination against Women was necessary to accelerate the achievement of gender equality and the advancement of women. The view was also expressed that the replacement of indicator of achievement (b) (i) with a new indicator should be further justified in terms of the scope of the subprogramme's planned activities.

12. The view was expressed that the General Assembly should consider including in the biennial programme plan (A/61/6/Rev.1) the following updates on programme 7, Economic and social affairs, subprogramme 9, Sustainable forest management, after the adoption by the Economic and Social Council, on the recommendation of the United Nations Forum on Forests, of the Forum's multi-year programme of work and of the non-legally binding instrument on the sustainable management of all types of forests:

Subprogramme 9
Sustainable forest management

Expected accomplishments

Expected accomplishment (a) should read:

"(a) Effective international dialogue on sustainable forest management and facilitation of the implementation of the multi-year programme of work of the United Nations Forum on Forests and of the non-legally binding instrument on the sustainable management of all types of forests"

Expected accomplishment (b) should read:

"(b) Enhanced monitoring, assessment of and reporting on internationally agreed actions towards the implementation of sustainable forest management, taking into account the availability of resources to that end, particularly for developing countries"

Expected accomplishment (c) should read:

"(c) Improved international cooperation, collaboration and coordination on forests through more effective means of implementation and better knowledge management among Governments, major groups, organizations, instruments and processes, including the activities of the Collaborative Partnership on Forests"

Indicators of achievement

Indicator of achievement (a) should read:

"(a) Resolutions and decisions on the improvement of sustainable forest management at all levels, in particular with a view to effective implementation of the multi-year programme of work of the United Nations Forum on Forests and of the non-legally binding instrument on the sustainable management of all types of forests"

Strategy

Paragraph 7.16 (a) should read:

"(a) Supporting efforts to achieve the shared global objectives on forests:

(i) Reversing the loss of forest cover worldwide through sustainable forest management, including protection, restoration, afforestation and reforestation, and increasing efforts to prevent forest degradation;

(ii) Enhancing forest-based economic, social and environmental benefits, including by improving the livelihoods of forest dependent people;

(iii) Increasing significantly the area of protected forests worldwide and other areas of sustainably managed forests, and increasing the proportion of forest products obtained from sustainably managed forests;

(iv) Reversing the decline in official development assistance for sustainable forest management and mobilizing significantly increased new and additional financial resources from all sources for the implementation of sustainable forest management, in particular through effective implementation of the multi-year programme of work of the United Nations Forum on Forests and of the non-legally binding instrument on all types of forests;"

Paragraph 7.16 (c) should read:

"(c) Promoting the implementation of the multi-year programme of work of the United Nations Forum on Forests and of the non-legally binding instrument on the sustainable management of all types of forests;"

Paragraph 7.16 (g) should read:

"(g) Contributing to strengthened international cooperation by catalysing significantly increased new and additional financial resources and fostering North-South and public-private partnerships in sustainable forest management."

13. With regard to programme 10, Trade and development, clarification was sought of the external evaluation which had contributed to a revision in the programmatic narratives. Clarification was also sought of issues relating to technical assistance in regional integration and trade opportunities and consultations with the regional commissions. It was noted that the proposed programme budget, in detailed format, would be submitted to the General Assembly in the last quarter of 2007 in

accordance with established practice. It was further noted that changes to expected accomplishment (b) and the resulting indicators of achievement sought to consolidate the three indicators as detailed in the biennial programme plan (A/61/6/Rev.1) with a view to improving their measurability through benchmarking. Support was expressed for the new orientation with its emphasis on impact and results.

14. Support was expressed for programme 11, Environment, and its reorganization aimed at revitalizing the United Nations Environment Programme (UNEP). It was noted that other developments were being undertaken in the United Nations, such as system-wide coherence, that would affect the UNEP programme of work. The view was expressed that the programme adequately reflected the evolutionary process of UNEP, which would improve the practical yield for member States in the areas of environmental law and natural resources management as well as in the area of implementation of the Bali Strategic Plan for Technology Support and Capacity-building. In relation to paragraph 39 (c) of the consolidated report (A/62/80 and Corr.1 and 2), a question was raised about which aspects of the approved 2008-2009 biennial programme plan and priorities had provided a mandate to place civil society relations and inter-agency liaison functions within the regional office structure and to establish a UNEP-United Nations Development Programme joint facility for the environment and poverty nexus under the existing subprogramme 5. Questions were also raised about the corrective measures implemented by UNEP in response to the recommendation of oversight bodies, about the impact of the restructuring of UNEP and the work programme currently being implemented, and about the resulting effect on the work programme envisaged for the biennium 2008-2009.

15. Support was expressed for the inclusion of five separate components of subprogramme 7 of programme 14, Economic and social development in Africa, as requested by the General Assembly in its resolution 60/235 upon the recommendation of the Office of Internal Oversight Services (see A/60/120). The view was also expressed that the elaboration of the logframe for the five components would provide the necessary capacity to each of the Economic Commission for Africa (ECA) subregional offices in the continuation of their useful roles in bridging the gaps in the implementation of the Millennium Development Goals, thereby assisting African countries in formulating and implementing the policies and programmes that would lead to sustainable economic growth and social development as envisaged in the New Partnership for Africa's Development, other internationally agreed development goals, the outcomes of major United Nations conferences and other international agreements. Further, it was noted that the revisions to subprogramme 7 had provided a clear direction for ECA to strengthen its subregional offices and it was therefore important that the necessary resources be provided to ECA. The view was also expressed that the revisions would heighten the accountability of the entire operations of each subregional office and the specifics of each would be much more comprehensively addressed.

16. It was noted that the revisions would serve to strengthen ECA exchange of knowledge, South-South cooperation and the expansion of partnerships to other areas. The view was expressed that the ECA plan of implementation was important, guaranteed the achievement of results and would lead to success in achieving the Millennium Development Goals since the African region had the highest proportion of people living on less than $1 a day and ECA has endowed with the unique

comparative advantages that enabled it to make significant contributions to the efforts of member States to address the challenges they faced.

17. With regard to programme 24, Management and support services, it was noted that as a basic principle in reviewing the changes proposed, an assessment should be made as to whether (a) the expected accomplishments and strategy fully coincided with legislative mandates and (b) indicators of achievement were closely linked to expected accomplishments and lent themselves to quantitative and qualitative evaluation. Under subprogramme 1(a), Management services, it was noted that, while the expected accomplishments and indicators of achievement had been expanded to reflect the transfer of the Secretariat of the Headquarters Committee on Contracts, no specific reference to that aspect had been included in the related strategy. Under subprogramme 1(b), Administration of justice, it was noted that further clarification was required on the impact of the changes on the decision-making process. It was also noted that the implications of General Assembly resolution 61/261 had not been reflected in the proposed changes to the programme. Under subprogramme 2, Programme planning, budget and accounts, elaboration of the external reviews of the Office of Programme Planning, Budget and Accounts and the functions of the newly established Financial Information Operations Service was requested.

18. With regard to subprogramme 3, Human resources management, the importance of recruitment of nationals from developing countries to increase the pool of United Nations staff was noted. Concern was expressed at the declining percentage of United Nations staff being recruited from underrepresented Member States, especially from developing countries. The Committee stressed that it was important for the Secretary-General, in cooperation with Member States, to explore ways to further increase awareness of job opportunities in the United Nations system. It was noted that in the objective of the Organization under subprogramme 3(b), Recruitment and staffing, the words "to pay due regard to the principle of equitable geographical distribution" had been replaced by the words "with due regard to the principle of equitable geographical distribution". Further clarification was sought on that change of language. With regard to indicator of achievement (b) of subprogramme 3(b), Recruitment and staffing, a clarification was sought for the term "young professionals". With regards to subprogramme 3(c), Learning and development, the view was expressed that indicator of achievement (a) (i) could not be seen as a valid indicator. Clarification was sought on the meaning of the term "mobility of staff". Disagreement was expressed with the placement of the indicator concerning training of staff under indicator (a) (ii) of subprogramme 3(c). It was noted that elements should be redrafted to clearly reflect the objective of enhancing the skills of staff.

19. With regard to programme 25, Internal oversight, clarification was sought of the intended objectives of the expected accomplishments as formulated. It was noted that two indicators of achievement under subprogramme 2, Inspection and evaluation, focused on the external assessment of the quality of inspection and evaluation reports. It was noted that the formulation of the programmatic aspects of the subprogramme reflected the proposal of the Office of Internal Oversight Services to eliminate triennial reports.

Conclusions and recommendations

20. The Committee regretted that some budget fascicles had not been made available for the discussion of the agenda item "Proposed programme budget for the biennium 2008-2009", in accordance with regulation 5.7 of the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation, which had prevented the Committee from fulfilling its mandate in conformity with paragraph 13 of General Assembly resolution 58/269. The Committee stressed the need for the Secretary-General to ensure the timely issuance of documents in accordance with the six-week rule.

21. The Committee recalled that the biennial programme plan for the period 2008-2009 provided the policy framework for the preparation of the proposed programme budget for the biennium 2008-2009.

22. The Committee recalled paragraph 109 of its report on its forty-fifth session (A/60/16 and Corr.1), which had been endorsed by the General Assembly in its resolution 60/257, and welcomed the efforts made to ensure that the overview parts of the fascicles of the proposed programme budget for the biennium 2008-2009 were in conformity with the overall orientation of the related programmes of the biennial programme plan for 2008-2009.

23. The Committee recommended that the General Assembly request the Secretary-General to ensure that the programme narratives contained in the fascicles of the proposed programme budget for the biennium 2008-2009 (A/62/6 (sect. 1-34)) be implemented in full conformity with the biennial programme plan and priorities for 2008-2009 (A/61/6/Rev.1), including by taking into account the strategy parts of the subprogrammes.

24. The Committee recommended that the General Assembly request the Secretary-General to ensure that the programme narratives contained in the fascicles of the proposed programme budget for the biennium 2010-2011 be identical to the biennial programme plan and priorities for 2010-2011, including the overall orientation of the programmes and the strategy parts of the subprogrammes.

25. The Committee regretted that the Spanish translations of the biennial programme plan and priorities for 2008-2009 (A/61/6/Rev.1) and the consolidated report on the changes to the biennial programme plan as reflected in the proposed programme budget for the biennium 2008-2009 (A/62/80 and Corr.1 and 2) contained inaccuracies that affected their proper consideration by Member States. The Committee recommended that the General Assembly request the Secretary-General to take measures designed to avoid any inconsistencies in the content of documentation resulting from mistakes in translation.

Programme 2
Political affairs

26. The Committee recommended that the General Assembly approve the changes to the narrative of programme 2, Political affairs, as contained in the consolidated report on the changes to the biennial programme plan as reflected

in the proposed programme budget for 2008-2009 (A/62/80 and Corr.1 and 2), subject to the following modifications:

Subprogramme 7
Peacebuilding support office

Objective of the Organization

The objective of the Organization should read: "To assist post-conflict countries to live in sustained peace, in particular to enable the Governments of countries emerging from conflict to perform the basic functions of providing security and protecting and ensuring the safety of individuals and property, to promote economic growth and the rule of law, to restore basic services, to establish effective, democratic and functional institutions of Government and to avoid relapsing into conflict."

Indicators of achievement

Indicator of achievement (b) (i) should read: "Number of countries that have pledged and number of countries that have paid to the Peacebuilding Fund".

Indicator of achievement (b) (ii) should read: "Proportion of the target of the Peacebuilding Fund that has been met by pledges".

Insert a new indicator of achievement (b) (iii), to read: "Timely disbursement through projects of approved allocation".

Expected accomplishments

In expected accomplishment (c), add the word "Facilitate" at the beginning of the sentence.

Strategy

Paragraph 9

Replace the words "planning process for peacebuilding operations" with the words "planning process for peacebuilding activities".

Replace the words "United Nations field presences and others" with the words "United Nations field presences and non-United Nations partners".

Paragraph 10

Insert a new subparagraph (d), to read: "To provide advice on specific countries on the Commission agenda, in response to requests, to the referring principal organs of the United Nations;"

Subprogramme 8

Indicators of achievement

Insert a new indicator of achievement (c), to read: "Percentage of the Palestinian public informed about the possibility of, and requirements for, filing a damage claim for registration".

Programme 4
Peacekeeping operations

27. **The Committee recommended that the General Assembly further consider the proposed changes to the biennial programme plan and priorities in respect of programme 4, Peacekeeping operations in the light of General Assembly resolution 61/279 on strengthening the capacity of the United Nations to manage and sustain peace operations.**

Programme 6
Legal affairs

28. **The Committee recommended that the General Assembly further consider the proposed name change to subprogramme 1 of programme 6, Legal affairs, as contained in the consolidated report of the Secretary-General (A/62/80 and Corr.1 and 2), which is related to the proposed establishment of an Office of the Under-Secretary-General in the Office of Legal Affairs, in the light of any relevant decision of the General Assembly on this issue. The Committee noted that, as indicated in paragraph 28 of the above-mentioned report, the proposed establishment of the Office of the Under-Secretary-General under executive direction and management would not have any programmatic implications for subprogramme 1 of programme 6, Legal affairs, in the approved biennial programme plan for the period of 2008-2009.**

Programme 7
Economic and social affairs

29. **The Committee recommended that the General Assembly approve the changes to the narrative of programme 7, Economic and social affairs, as contained in the consolidated report on the changes to the biennial programme plan as reflected in the proposed programme budget for 2008-2009 (A/62/80 and Corr.1 and 2).**

Subprogramme 2

30. **The Committee recommended that the General Assembly request that the Secretary-General maintain the relationship between the Commission on the Status of Women and the Convention on the Elimination of All Forms of Discrimination against Women.**

Programme 10
Trade and development

31. **The Committee recommended that the General Assembly approve the changes to the narrative of programme 10, Trade and development, as contained in the consolidated report on the changes to the biennial programme plan as reflected in the proposed programme budget for 2008-2009 (A/62/80 and Corr.1 and 2), subject to the following modifications:**

Subprogramme 6
Operational aspects of trade promotion and export development

Expected accomplishments

The expected accomplishments should read:

"(a) Support policymakers in integrating the business sector into the global economy

"(b) Develop the capacity of trade support institutions to support businesses

"(c) Strengthen the international competitiveness of enterprises"

Indicators of achievement

The indicators of achievement should read:

"(a) (i) Increased number of trade development strategies developed and implemented, including the number of cases in which trade is integrated into national development strategies as a result of ITC support in enabling decision makers to develop effective trade development programmes and policies

(ii) Increased number of country networks having generated multilateral trading system related activities through the support of ITC in enabling decision makers to understand business needs and create an environment conducive to business

(iii) Increased number of cases in which country negotiating positions have been enriched through analytical input and business-sector participation, with the support of ITC, in enabling decision makers to integrate business dimensions into trade negotiations

"(b) (i) Increased number of trade support institutions having improved their ranking on the ITC trade support institutions benchmarking scheme through ITC support

(ii) Increased number of policy proposals having been presented by technical support institutions to the competent authorities involving ITC support

"(c) (i) Increased number of enterprises enabled to formulate sound international business strategies through ITC training on export management issues, delivered directly or indirectly

(ii) Increased number of enterprises enabled to become export-ready through ITC training activities focusing on export-readiness, delivered directly or indirectly

(iii) Increased number of enterprises having met potential buyers and, as a result, having transacted business through ITC support"

Strategy

Paragraph 35

The paragraph should read:

"35. As part of the change management process, the revised mission statement of ITC establishes that ITC, with its partners, provides integrated trade development programmes focusing on export impact for business in developing countries. With a view to achieving its mission, ITC will focus its activities on three main areas:

"(a) Supporting policymakers in integrating the business sector into the global economy;

"(b) Developing the capacity of trade support institutions to support businesses;

"(c) Strengthening the international competitiveness of enterprises.

"In so doing, ITC will apply an integrated approach that focuses on building partnerships between the private sector, Government institutions and civil society organizations in the delivery of its services. ITC will continue to work with Governments to ensure that trade is fully mainstreamed into national development plans and policies."

Programme 11
Environment

32. The Committee recommended that the General Assembly approve the changes to the narrative of programme 11, Environment, as contained in the consolidated report on the changes to the biennial programme plan as reflected in the proposed programme budget for 2008-2009 (A/62/80 and Corr.1 and 2), subject to the following modifications:

Strategy

Paragraph 41 (b)

At the end of the subparagraph, delete the words "including the possibility of the proposed 'Environment Watch'".

Programme 12
Human settlements

33. The Committee recommended that the General Assembly approve the changes to the narrative of programme 12, Human settlements, as contained in the consolidated report on the changes to the biennial programme plan as reflected in the proposed programme budget for 2008-2009 (A/62/80 and Corr.1 and 2), subject to the modifications set out below.

34. The Committee recommended that the General Assembly request the Secretary-General to ensure that the United Nations Human Settlements Programme (UN-Habitat) develop capacity-building and technical cooperation initiatives in response to natural and man-made disasters.

Subprogramme 1
Shelter and sustainable human settlements development

Indicators of achievement

Indicator of achievement (c) should read: "More results-based outcomes from enhanced community ownership and collaboration with local authorities and their associations".

Subprogramme 3
Regional and technical cooperation

Indicators of achievement

Insert a new indicator of achievement (a) (iii), to read: "Increased capacity and technical cooperation initiatives to respond to natural and man-made disasters".

Indicator of achievement (c) (ii) should read: "Number of comprehensive country programme documents developed".

Strategy

Paragraph 61 (a)

The subparagraph should read:

"(a) The operational activities consist of providing technical assistance in policy formulation, capacity-building programmes and demonstration projects that support the normative work of UN-Habitat in developing countries and countries with economies in transition, at the request of Governments. National Habitat programme managers will continue to support normative and operational activities and contribute to the monitoring and implementation of the Habitat Agenda and the relevant United Nations Millennium Declaration targets at the national and local levels. To strengthen country-level operations, UN-Habitat will ensure that all Habitat programme managers have a sound knowledge of sustainable urbanization issues and the capacity to support Governments and other partners at the local level as members of United Nations country teams. In addition, Habitat programme managers will act as country-level catalysts for the implementation of the Medium-term Strategic and Institutional Plan. Their role will be particularly crucial given that in paragraph 22 (a) of the 2005 World Summit Outcome, the General Assembly called for the adoption of comprehensive national development strategies to achieve the internationally agreed development goals, including the Millennium Development Goals. In addition, major emphasis will be put on the exchange of policy experiences within regions and subregions and on regional monitoring;"

Programme 14
Economic and social development in Africa

35. The Committee recommended that the General Assembly approve the changes to the narrative of programme 14, Economic and social development in Africa, as contained in the consolidated report on the changes to the biennial

programme plan as reflected in the proposed programme budget for 2008-2009 (A/62/80 and Corr.1 and 2).

36. The Committee commended ECA for its actions taken to follow up General Assembly resolution 60/235, in which the Assembly had requested the Secretary-General to present a comprehensive plan of action to strengthen the subregional offices of ECA.

37. The Committee welcomed the proposal for each subregional office to have its own log-frame, thus establishing stronger subregional representation and enhanced delivery of the ECA work programme in all regions, and recommended that the General Assembly provide the necessary capacity for the full implementation of the proposal.

38. The Committee recognized that the addition of the five components to subprogramme 7 of programme 14 would result in more accountability and coordination in respect of the work of the subregional offices.

Programme 24
Management and support services

39. The Committee stressed that it was important for the Secretary-General, in cooperation with Member States, to explore ways to further increase awareness of job opportunities in the United Nations system, including through more extensive outreach, the Department of Public Information of the Secretariat, the United Nations information centres and United Nations country offices, with a view to achieving more balanced geographical and gender representation in the Organization, in accordance with section II, paragraph 8, of General Assembly resolution 61/244.

40. The Committee recommended that the General Assembly approve the changes to the narrative of programme 24, Management and support services, as contained in the consolidated report on the changes to the biennial programme plan as reflected in the proposed programme budget for 2008-2009 (A/62/80 and Corr.1 and 2), subject to the following modifications:

Subprogramme 1
Management services, administration of justice and services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination

(a) Management services

Objective of the Organization

The objective should read: "To improve management capacity and administrative services throughout the Secretariat as a means of enhancing effectiveness, efficiency, accountability and transparency".

Indicators of achievement

Indicator of achievement (a) should read: "Full compliance of all new and revised management policies, procedures and internal controls with legislative mandates and relevant regulations and rules".

Indicator of achievement (b) should read: "Increased percentage of recommendations of audit bodies concerning internal control fully implemented and material weaknesses and reportable conditions identified and remediation plans in place".

Indicator of achievement (c) (ii) should read: "Increased amount of efficiency gains resulting from business process improvements".

Indicator of achievement (d) should read: "Increased quantifiable efficiency and productivity gains in key management and service functions reported to the General Assembly, resulting from improved methods and tools utilized by the Secretariat to assess efficiency and productivity".

Subprogramme 2
Programme planning, budget and accounts

(e) Financial information operations

Indicators of achievement

Indicator of achievement (a) (i) should read: "Consistency of the Office of Programme Planning, Budget and Accounts operational requirements with the International Public Sector Accounting Standards and the enterprise resource planning system".

Insert the word "Increased" at the beginning of indicator of achievement (a) (ii).

Insert the word "Reduced" at the beginning of indicator of achievement (b).

Subprogramme 3
Human resources management

(a) Policy and strategic planning

Strategy

Paragraph 76

Replace the final sentence with the following sentence: "Particular attention will be paid to the development of proposals to the General Assembly on human resources management policies; the enhancement of coordination with other organizations of the United Nations common system with respect to the implementation of system-wide policies regarding salaries, allowances and conditions of service of staff as established by the General Assembly and the International Civil Service Commission; and the provision of advisory services in respect of Secretariat staff worldwide."

(b) Recruitment and staffing

Expected accomplishments

Expected accomplishment (b) should read: "Increased number of young professionals available for recruitment, including by improved and more extensive outreach".

(c) Learning and development

Indicators of achievement

Indicator of achievement (a) (i) should read: "Increased staff participation in and successful completion of learning and career development programmes managed by the Office of Human Resources Management under this subprogramme".

Indicator of achievement (a) (ii) should read: "Increased percentage of staff expressing satisfaction with the working environment, including with programmes that encourage and support mobility".

Strategy

Paragraph 78

In the second sentence, delete the words "contributing to the development of competitive conditions of service to assist the recruitment and retention of highly qualified staff".

Programme 25
Internal oversight

41. **The Committee recommended that the General Assembly approve the changes to the narrative of programme 25, Internal oversight, as contained in the consolidated report on the changes to the biennial programme plan as reflected in the proposed programme budget for 2008-2009 (A/62/80 and Corr.1 and 2), subject to the following modifications:**

Subprogramme 2
Inspection and evaluation

Indicators of achievement

Insert the word "Increased" at the beginning of indicator of achievement (a).

Insert the word "Increased" at the beginning of indicator of achievement (b).